



2014 STORYBOOK: INGO EXPERIENCE WITH GENDER INTEGRATION



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ADDRESSING GENDER ISSUES IN OUR WORK: STORIES ON APPROACHES, CHALLENGES, AND LESSONS

Gender integration and mainstreaming are challenging but also have great rewards. This report tells the story of how six different agencies are integrating and mainstreaming gender into policies, programs, and procedures. Each story provides insight into the different approaches the organization has taken, the challenges that were encountered, and what their most valuable lessons learned have been thus far. Many thanks to ACDI/VOCA, Catholic Relief Services (CRS), Lutheran World Relief (LWR), Mercy Corps, Project Concern International (PCI), and World Vision for contributing to this collection of gender integration stories.

COMMON APPROACHES

All of the organizations use a three-pronged approach to address gender issues in their work. First, they focus on gender mainstreaming and organizational change. Agencies use mission statements and policies to anchor their gender approaches in the organization and communicate their gender equality commitments. They also integrate gender into programs operating in sectors ranging from agriculture to health. Finally, half of the organizations conduct standalone gender programming, meaning that they have programs that specifically address issues like gender-based violence, women's entrepreneurship, or early marriage.

The narratives of how and why different agencies pursue gender integration show striking similarities. In many cases, staff recognized the need for stronger attention to gender issues and initiated Gender Working Groups (GWG), which developed and pursued a gender integration agenda. Many of these groups convinced leadership to pursue gender integration more seriously.

Gender audits featured prominently in all but one of the stories. The organizations used audits, following The Gender Audit Handbook produced by InterAction, to identify steps to improve their gender mainstreaming and integration practices.





CHALLENGES

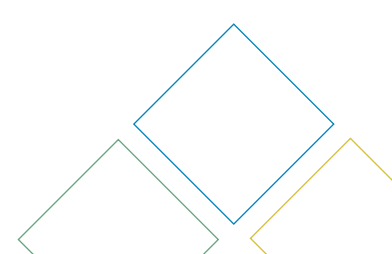
Organizations face a number of challenges to mainstreaming and integrating gender issues. The experiences of the organizations in this collection reveal striking similarities in the types of challenges they face.

- ◆ **THE NEED FOR ON-GOING CAPACITY BUILDING.** Technical knowledge of gender integration varies widely among staff. Field staff may have little experience working with gender issues but can be passionate and eager to learn. Headquarters staff often need to have the capacity to provide guidance or in-depth knowledge for particular projects. All this can be difficult to manage when the responsibility for building staff capacity rests with the Gender Advisor.
- ◆ **SUSTAINING ORGANIZATIONAL BUY-IN.** On-going support for gender mainstreaming and integration is necessary on a number of levels. Senior management must be supportive and Gender Advisors need to have access to leadership to move their agenda forward. Siloing gender integration activities and GWGs creates barriers that limit the effectiveness of initiatives and makes it difficult to have a sustained impact.
- ◆ **INTEGRATING GENDER INTO THE PROGRAM CYCLE.** Gender Advisors highlighted the difficulty of addressing gender issues in a project that has already been designed. They stressed the importance of conducting a gender analysis at the beginning of a program. When this fails, it is difficult to retroactively integrate gender issues into a project.

LESSONS LEARNED

- ◆ **AUDITS ARE CRITICAL.** Agency experience shows that the audit was a game changer and organizations are greatly benefited when they begin with this step.
- ◆ **SUPPORTIVE SENIOR LEADERSHIP.** All of the organizations identified senior leadership as a critical success factor because it approves funding and time for staff to work on these issues.
- ◆ **WORKING GROUPS ARE BENEFICIAL FOR ORGANIZATIONAL CAPACITY.** GWGs bring together staff from across the organization, strengthening capacity and broadening support for activities and Gender Advisors.
- ◆ **ENABLING ENVIRONMENTS DO MAKE A DIFFERENCE.** The shift in the donor community's attention to the importance of gender integration plays a key role in building support for this agenda.
- ◆ **FUNDING THE INITIATIVE.** Unsurprisingly, sustaining funding is critical. Some organizations have funding arrangements specifically for gender mainstreaming that have allowed them to more easily pursue an innovative agenda. Where funding is not guaranteed, it is difficult to plan and conduct effective activities.

The stories that follow highlight each organization's gender mainstreaming and integration process. While there are common threads, each story reveals how individual organizations have developed their own approach. We hope that this will be a living document and that other organizations will join us in capturing their own experiences.





LEARNING BY DOING: LUTHERAN WORLD RELIEF'S LEARNING FOR GENDER INTEGRATION INITIATIVE

Lutheran World Relief (LWR) has a history of advancing gender equality, but like many other organizations, attention to the issue has waxed and waned. In August 2011, the organization revitalized past efforts, conducting an organization-wide gender audit. Following this, it established a three-year Learning for Gender Integration (LGI) initiative, which strives to integrate gender issues into its work to address inequalities and to ensure that men and women have equal opportunities to benefit from LWR's work.

LGI works to increase the inclusion of gender issues across the program cycle and implement best practices in gender integration. Three pilot projects, known as the **LGI Model Projects**, are being implemented as part of a learn-by-doing process. At the same time, LGI identifies the organizational processes, tools, and incentives required to ensure sustainability of the initiative's efforts.

BUILDING A VIBRANT TEAM

LGI is implemented by a team that includes staff from International Programs, with representation from each Regional Team, the Monitoring and Evaluation team, and staff from New Business Development, the President's Office, and Finance. Building this team has been a deliberate process of identifying individuals from a cross-section of units to build broad support, create a network of internal advocates, and tie together LWR's strategic objectives with gender to ensure organizational buy-in. The team benefits from top-level support, helping to secure funding and time for the initiative.

A unique element of LWR's program is that it outsources technical advising on gender integration to Cultural Practice, LLC (CP). Unlike other organizations with a dedicated Gender Advisor, CP acts as an external advisor with some of the responsibility of internal advisors, like developing tools, providing technical assistance, and facilitating gender training. As an external advisor, CP is better positioned to provide honest and sometimes critical assessments of LGI's progress that internal stakeholders are sometimes constrained in doing. The model emphasizes capacity building and spreads the internal responsibility for leading gender integration across the LGI team. This system requires constant communication to ensure CP is aligned with internal shifts at LWR.

FOSTERING REFLECTION

At its core, LGI is a learning initiative. The team dedicates significant time to capture lessons learned, which has allowed it to correct issues, including improving communication between headquarters and the field. The team also piloted a new cross-regional process for reviewing and sharing project challenges and successes. These Appreciative Review Sessions provide the opportunity for the LGI team and non-LGI staff to engage in technical discussions about the Model Projects.

In 2013, LWR received a grant from USAID's Technical and Operational Performance Support (TOPS) to conduct a mid-term assessment workshop with the entire LGI team. In August 2014, representatives from LWR and their partner organizations in India, Nicaragua, and Uganda joined the Baltimore-based LGI team to exchange their gender integration experiences.

INTEGRATING GENDER INTO THE DESIGN, MONITORING, LEARNING AND EVALUATION (DMEL) FRAMEWORK

LWR's DMEL framework provides staff and partners with the resources to improve its projects. Included in LGI, the DMEL tools will be revised to contain stronger guidance on how to address gender issues. Tools for monitoring the progress of gender-specific activities in design and implementation are also being developed.



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LGI MODEL PROJECTS

With support from the Foods Resource Bank (FRB), LWR is piloting projects in Nicaragua, Uganda, and India to increase agricultural productivity and enhance food security while also reducing gender inequalities.

In **INDIA**, LWR and Action for Social Advancement are working with smallholder farmers to overcome food insecurity and increase men's and women's productivity by emphasizing collaboration in agricultural work and household chores.

In **UGANDA**, LWR is working with the local cooperative, NAMUBUKA Grains Area Cooperative Enterprise, which is working with men and women to better allocate resources, including land, inputs, and income as a means of improving agricultural productivity.

In **NICARAGUA**, members of cooperative Flor de Pancasán, with LWR and Asociación para la Diversificación y el Desarrollo Agrícola Comunal are working to ensure that cooperative members receive the services required to increase coffee and cocoa production and increase the participation of men and women in household and agricultural decision-making.

ON THE HORIZON

Once the revised DMEL tools are complete, LGI will train field staff beyond the model project sites. The LGI model projects have all been extended for another year so efforts will continue to draw out the lessons learned through their implementation. LGI is also building a Community of Practice to enhance knowledge sharing and developing a Gender Champions program.



ACDI/VOCA: DESIGNING FOR GENDER INTEGRATION FROM START TO FINISH

Like many organizations, ACDI/VOCA's efforts to integrate gender issues span many years and demonstrate how both internal and external pressures are needed to sustain focused attention. Gender Working Groups (GWG) have been common since at least the 1980s. In the early 2000s, ACDI/VOCA established gender focal points in field offices and conducted an adapted version of the InterAction gender audit. Building on these organizational efforts, ACDI/VOCA was able to reach a critical mass of support for institutionalized gender integration in 2008 when staff revitalized earlier gender integration efforts. Renewed attention from the donor community on the importance of addressing gender issues in agriculture opened an opportunity for the organization to take a stronger position on gender equity issues. The GWG was reinstated, a part-time gender specialist position was approved, and, over the next four years, the task force grew into a

community of practice. Eventually the Director of Gender Mainstreaming and Women's Empowerment role became a full-time position. By 2012, ACDI/VOCA had created positions for Regional Gender Advisors and adopted a formal gender policy.

The ACDI/VOCA Gender Policy and Guidance document sets forth seven procedures that guide all of ACDI/VOCA's programming (Box 1). These procedures help to keep staff accountable for gender issues throughout the project cycle and improve attention to equity and nondiscrimination issues in the workplace.

INTEGRATING GENDER INTO PROJECT DESIGN AND IMPLEMENTATION

ACDI/VOCA puts significant effort into integrating gender issues at the design phase of its projects. To help staff, ACDI/VOCA has a project start-up manual that outlines how programs should incorporate gender issues and provides recommendations that parallel the procedures in the policy. During implementation, staff has access to a gender advisor at headquarters or one of the regional field offices who provides feedback and troubleshooting advice on gender issues. Project reviews and midterm gender assessments show whether gender issues are being successfully integrated throughout the project cycle.

AWARD FOR ADVANCING GENDER EQUITY

In 2011, ACDI/VOCA established the Award for Advancing Gender Equity as a way of recognizing staff for outstanding commitment to gender equity and exemplary efforts to promote gender approaches and analysis in its global programs. The award often recognizes staff who are not designated gender specialists but those who took creative approaches to advancing gender equity. For example, one former winner was the Chief of Party for a food security program in Zimbabwe, whose focus on gender equity resulted in women being more than half of farmers who entered into contracts with new buyers.

COMMUNITY OF PRACTICE AND GENDER CHAMPIONS

ACDI/VOCA relies on a core community of practice, composed of gender advisors, project gender specialists, and representatives from across the organization who are committed to gender. The community of practice helps develop new resources for ACDI/VOCA and contributes critical thinking on gender issues to projects. The technical gender advisors also conduct trainings on gender issues for field staff, thus helping to build larger organizational capacity to address gender integration. In addition, gender champions and leadership within ACDI/VOCA build organizational support for the community of practice and ensure that there is funding available for gender integration.



Expanding Opportunities Worldwide

SEVEN PROCEDURES FOR IMPLEMENTING ACDI/VOCA'S GENDER POLICY

1. Project offices identify the country benchmarks for men and women who make up the target beneficiary group and use those benchmarks to set targets for the number of men and women who will be reached by the project.
2. Project offices collect sex-disaggregated data for all relevant indicators and report on this data annually.
3. Project offices designate a gender focal point within the first six months of the program start date.
4. All project offices conduct gender equity training for staff within the first year of the project.
5. Project offices track and report the number of male and female employees in order to identify any discrepancies in hiring and retaining male or female staff members.
6. Project offices will institute a recruiting strategy that guides them to actively seek out a diverse pool of qualified candidates.
7. Full-time staff participate in the ACDI/VOCA Gender Equity Orientation.

ON THE HORIZON

ACDI/VOCA has begun to conduct gender learning studies near the end of project life cycles, including a gender impact study of their Feed the Future program in Ghana. ACDI/VOCA also facilitates a number of learning initiatives as the lead implementer of USAID's Leveraging Economic Opportunities program. Under this contract, ACDI/VOCA has released a framework for women's empowerment through market systems development and training materials on gender, value chains, and market systems.



CATHOLIC RELIEF SERVICES: REFLECTING ON GENDER EQUALITY GOALS

In 2008, Catholic Relief Services' (CRS) commissioned a nine-month assessment to determine the quality of CRS gender programming and the extent to which the agency was successfully mainstreaming gender issues. The study tapped the opinions of nearly 350 staff, with more than 90 percent of those staff being overseas. The assessment evaluated the agency's strengths and weaknesses, and found that CRS had strong strategic leadership on gender issues and that CRS's organizational culture served as a solid foundation for gender programming. The study recommended that CRS develop a gender strategy, provide more training for staff, and ensure that a focus on gender issues is embedded throughout CRS.

In response, CRS launched its Global Gender Strategy (GGS) in 2012, which outlines the organization's approach for gender-responsive programming in its development and emergency work. The five-year GGS renews CRS' commitment to putting gender issues at the core of programming and ensuring equitable participation of women, men, girls, and boys for enhancing program quality. The GGS was developed through a collaborative process with a global team of country, regional, and headquarters staff. It is grounded in CRS' core values and the growing body of evidence that development programs designed and executed with a gender focus produce better outcomes. The GGS defines how CRS approaches gender issues in its programming, working culture, organizational and management structures, and systems across the agency.

SCORECARD ON GENDER ISSUES

CRS has developed a Gender Scorecard to give staff a way to reflect on and monitor their progress as they implement the GGS. Information from the scorecard enables CRS staff and partners to prioritize activities that strengthen program and organizational capacity to mainstream gender issues. It assesses CRS in relation to the following elements of the GGS:

- **Organizational culture and systems**
- **Knowledge, skills, and attitudes**
- **Monitoring, Evaluation, Accountability, and Learning (MEAL)**

The scorecard will be used annually by country programs and regions so that the results can be analyzed and applied.

DECENTRALIZING GENDER AUDITS AND COMMUNITY OF PRACTICE EFFORTS

Rather than perform audits at the organizational level, several individual country programs conducted audits. CRS' Ethiopia field office conducted the most recent gender audit. External consultants who are familiar with the context in which programs operate administered the audit. Decentralizing the audit process has allowed country programs, where staff identified the need to address gender inequality, to take the lead in developing gender-integrated programming. The process implemented in Ethiopia will serve as a model for other CRS country offices.

As part of rolling out the GGS across the agency, several regions have also established regional communities of practice. For example, CRS' East Africa Regional Office Gender Working Group has one representative from each country program. The members meet virtually and have developed an annual workplan. Each representative is accountable for his or her component of the plan, and each plan focuses on how the country representatives might contribute to gender integration in their respective country programs. The decentralization of these working groups to the regional level allows field staff to address gender issues in a country or region-specific context.

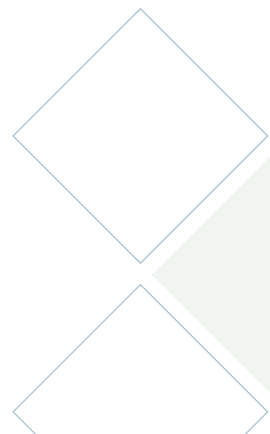


CRS COMMITMENT STATEMENT

In carrying out our commitment to assist the poor and vulnerable overseas, CRS strives to implement programs that enable women, men, girls, and boys to fulfill their roles as equal yet distinct members of their communities. CRS' Guiding Principles compel us to promote right relationships among all people ensuring that women and men have the opportunity, capacity, voice, and support they need to participate on an equal basis, to realize their full potential, and to reduce imbalances of power. CRS has seen the positive impact this vision has on protecting individuals, strengthening families, and nurturing just and peaceful societies.

ON THE HORIZON

In February of 2015, CRS will hold an internal gender summit to move the gender strategy forward at the organizational and programmatic level. CRS is increasingly using gender analysis to inform the design, implementation, monitoring and evaluation, accountability and learning in its projects. In the upcoming months, it will conduct gender analyses for USAID Development Food Aid Programs in Madagascar, Malawi, and Burundi and the Bill and Melinda Gates Sustainable Cassava Seed System (SCSS) Project.





MERCY CORPS: DEDICATED FUNDING LEADS TO INNOVATIVE GENDER INTEGRATION

In 2007, a small group of field and headquarters-based team members at Mercy Corps formed a Gender Working Group (GWG). Initially, the GWG's intent was to raise awareness of the importance of addressing gender issues in programs. Over time, the GWG became a de facto technical support unit. In 2010, the GWG raised external funds to conduct the organization's first gender audit, leading to the development of Mercy Corps' Gender Policy (2011).

The Gender Policy outlines Mercy Corps' gender mainstreaming and integration goals – to ensure that women and girls benefit from its projects and that men and boys are actively involved in its gender initiatives – and highlights the agency's principles for gender equity, which are described in more detail in

Mercy Corps' Gender Procedures: Policy in Action Guide (Box 1). Together, these documents build a common understanding of gender concepts and issues.

FUNDING MAKES THE DIFFERENCE

In 2012, Mercy Corps received the \$780,000, three-year ACT for Impact grant to: 1. Build staff capacity to integrate gender in programming; 2. Develop sector-specific gender integration resources; and 3. Contribute to dialogue around key gender and development issues through research, networking, and advocacy. This funding allowed Mercy Corps to conduct gender training workshops in 23 countries for approximately 600 team members. It also funded research, including Mercy Corps' Rethinking Resilience report, as well as resources like the Women

Wanted Guide, which guides field offices in addressing gender gaps in hiring. Finally, it used these funds to convene gender advisors from peer organizations for a gender practitioner's workshop in 2014. Overall, the ACT for Impact program has allowed Mercy Corps to integrate and mainstream gender issues in creative ways that it otherwise would not have been able to do.

FINDING INCENTIVES TO ENGAGE STAFF

Mercy Corps uses friendly competition to engage staff in gender integration activities. For one competition, Mercy Corps established a \$25,000 sub-grant program. Country teams submitted proposals for funding to address gender issues and Mercy Corps selected four submissions with creative approaches. One winner in Indonesia used the funds to conduct a gender assessment of an ongoing program designed to increase male and female farmers' access to agricultural information through mobile technology. Based on assessment findings, the team increased women's use of its mobile platform from two percent to 40 percent in a single year.

STORYTELLING AND CAMPAIGNING

Mercy Corps has successfully raised organizational awareness about the importance of gender integration in programming. In 2011, it launched a global campaign to increase awareness using a critical message: "When we say 'gender', we don't just mean women. Gender refers to men, women, boys, and girls. And not just their sex, but how the different groups interact in society." Mercy Corps strives to communicate about gender issues in creative ways. For example, in 2012, the Global Gender Advisor gave a Portland TEDx talk entitled "Global Gender Integration in Humanitarian Response." These efforts have resulted in significant organizational buy-in, both at headquarters and in the field.

INTEGRATION BASED ON INTERNAL ADVOCACY

Mid-level team members, program managers and directors were the first to champion gender issues within the organization. As a result, and in combination with strong messaging about gender integration, team members are more open to adopting gender sensitive approaches. This makes a difference in Mercy Corps' programming – it is easier to pursue gender integration with consistent staff buy-in.



MERCY CORPS POLICY IN ACTION

Mercy Corps will:

Facilitate increased awareness and understanding of gender equity among team members. Country teams will improve gender mainstreaming processes including strengthening their ability to mitigate gender-based barriers to participation and identify different potential impacts of project design for men, women, boys, and girls.

Work with country teams to establish locally appropriate gender mainstreaming procedures and to measure progress on the road to gender equity.

Understand that gender-sensitive programming can strengthen overall effectiveness. Mercy Corps teams will collect gender- and age-disaggregated data throughout the program cycle and use the data to ensure greater impact and gender-equitable programming.

ON THE HORIZON

Mercy Corps' ACT for Impact grant ends in December 2014. The agency is holding a gender strategy design workshop before the close of the grant to outline gender mainstreaming and integration objectives between 2015 and 2018. This participatory process, and the accompanying action plan, will ensure the organization continues to make progress on gender integration in its global program portfolio.

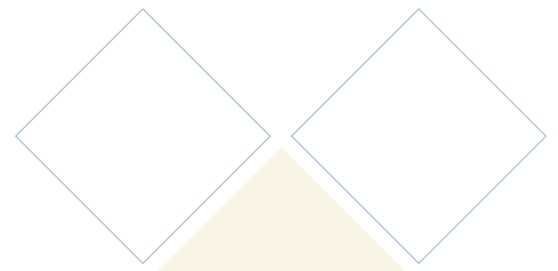




Photo by Gesler Castillo

PROJECT CONCERN INTERNATIONAL: ESTABLISHING GOLD STANDARDS FOR GENDER INTEGRATION

In 2002, Project Concern International (PCI) conducted an organization-wide gender audit which served as a catalyst for formalizing PCI's gender integration process. This led to two main changes. First, PCI drafted a Mission Statement outlining their commitment to gender equity (Box 1). The Mission Statement features in the orientation process for new staff, which helps in communicating PCI's commitment to and the importance of gender equity to new staff.

Second, PCI established the Gender Equity Commission (GEC). The mission of the GEC is to "contribute to achieving equality of opportunities for health and human development for the women and men with which we

(PCI) work and serve around the world." The GEC is the vehicle for pushing the gender agenda forward across PCI and PCI's field offices. The GEC is composed of representatives from each department, including New Business Development, Finance, and Operations, as well as a Gender Focal Points (GFPs) and champions from each country. GFPs serve as information hubs for all internal matters related to gender issues, as well as external information on gender issues in their country-specific context. In 2014, PCI also hired its first Gender Technical Advisor, who leads the GEC and facilitates support and leadership on gender issues at PCI.

At PCI, gender equity is part of a broader focus on inclusion and overcoming marginalization. The organization aspires to apply a gender lens in all facets of its operations and programming, which includes but is not limited to approaches to program strategies and activities, staffing, partnerships, capacity strengthening, operations, budgeting, monitoring and evaluation, documentation, and learning. PCI's approach supports gender equity in three key ways:

1. Organizational gender mainstreaming, including into operations, programs, and organizational culture;
2. Integrating gender issues into existing program platforms, such as men's engagement or PCI's Women Empowered Initiative; and,
3. Gender-specific programs, such as PCI's, "Prevention in Action Gender-based Violence" program in South Africa, or "Gender and Orphans and Vulnerable Children" program in Botswana.

GENDER EQUITY AS A STRATEGIC DIRECTION

One of PCI's success factors has been the inclusion of gender equity as one of seven Strategic Directions in the organization's 2013-2016 Strategic Plan. As a Strategic Direction, gender equity is resourced and supported throughout the organization. Moreover, PCI's senior leadership and other gender champions play integral roles in pushing the gender agenda forward and supporting the Gender Equity Strategic Direction. The Gender Technical Advisor notes that support from senior leadership, and the ongoing work to embed gender approaches in PCI's organizational culture, has been critical to ensuring the agenda has the political and financial support at all levels.

ESTABLISHING GOLD STANDARDS

PCI developed a set of Gold Standards for Gender Equity that outlines criteria for understanding what constitutes organizational excellence in gender equity. These are part of a larger initiative of Gold Standards of Performance Initiative aimed at improving the quality of programs and operations in support of Organizational Excellence, another of PCI's Seven Strategic Directions. The Standards allow for staff to self-assess how their country office performs against criteria of excellence. The Gold Standards are a new activity that PCI is in the process of rolling out throughout the organization.



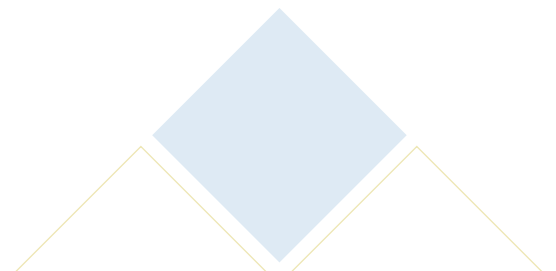
“...We are committed to achieving equity through the activities we implement, the systems we set up, the organizational policies we adhere to, and the organizational culture we foster...”

BUILDING CAPACITY IN FIELD AND HEADQUARTERS

In many cases, field staff do not have technical knowledge regarding gender integration. And while staff can be very enthusiastic about promoting gender equity, this does not always substitute for experience and expertise. Recognizing the importance of harnessing passion and developing technical knowledge, PCI builds staff capacity by identifying and building the technical skills of GFPs for each country. PCI also encourages staff to engage with the Gender Technical Advisor and other members of the Gender Equity Commission.

ON THE HORIZON

PCI is in the process of developing a white paper on gender mainstreaming that will outline the rationale for addressing gender equity in PCI's programs and operations and will help further formalize and strengthen PCI's approach to gender integration. Additionally, PCI looks forward to strengthening existing and new programs to support men and women, girls and boys to transform their own families and communities.





WORLD VISION U.S.: BUILDING CAPACITY AND INTEGRATING GENDER IN PROGRAMS AND ORGANIZATION

During the 2010 gender audit, World Vision US (WVUS) reflected on its accountability structures, political will, organizational culture, and technical capacity for gender integration. In addition, the audit processes focused on how World Vision's capacity to integrate and mainstream gender issues affected the quality of new business development and management processes. It discovered that a lack of attention to gender issues was costing the organization in missed funding opportunities. This realization combined with the findings from the 2010 audit catalyzed two changes: 1. The creation of a full-time Senior Gender and Evaluation Advisor position, and 2. A gender mainstreaming plan that focuses on building the technical capacity of staff on gender integration as well as strengthening the organizational aspects of gender mainstreaming.

In 2013, World Vision International drafted a new Gender Equality Policy that outlines its organizational purpose and principles (Box 1) and a Gender Equality Framework for Action (Box 2). The framework focuses on three issues:

1. Strengthening programming on gender-specific issues like gender-based violence, early marriage, or female genital cutting.
2. Integrating gender issues across all programming streams including child protection, health, food security, education, WASH, and economic development.
3. Strengthening organizational commitment and capacity for gender equality.

PRINCIPLES FOR GENDER EQUITY

1. Pursue Faith-Based Approach to Gender Equity
2. Engage men and boys
3. End all forms of gender-based violence
4. Ensure gender mainstreaming
5. Actively collaborate with stakeholders
6. Ensure that organizational culture reflects commitment to gender equality
7. Establish standards for accountability

CREATING A SUPPORTIVE GENDER INTEGRATION TEAM

As a large organization, integrating gender issues across programs can be difficult. Although there is a full-time Senior Gender and Evaluation Advisor, the responsibility for ensuring gender issues are integrated into programs requires a team of experts. To meet this need, World Vision US engages and relies on the Gender Task Force with 25 staff members from across the organization. The members of the task force serve as gender focal points within their teams and provide technical support in proposal development and project management processes.

BUILDING STAFF CAPACITY

One of the standout aspects of World Vision US's gender mainstreaming process has been its focus on internal capacity building. The WVUS Gender Task Force developed and piloted a gender integration and mainstreaming training. The goal of the training is to help staff experience personal transformation in engaging with gender issues and to gain an understanding that gender equality is both a justice and program quality issue.

The training is an interactive curriculum that takes participants from basic concepts to practical content on gender-sensitive monitoring and evaluation with the aim of equipping staff with skills to address gender issues in their everyday work. To date, training events have been conducted at WV's US offices and in Zambia and Lebanon. Over 100 staff members have been trained.



Building a better world for children

ON THE HORIZON

World Vision US will focus on strengthening gender integration and mainstreaming at each stage of the program development and management processes, institutionalizing gender competencies in new staff recruitment and staff development processes, as well as strengthening its gender research and evaluation work. In 2015 World Vision U.S. will conduct its third gender audit to evaluate progress and set new goals against the Gender Action Plan of 2010.

WORLD VISION INTERNATIONAL POSITION STATEMENT:

World Vision recognizes and affirms the equal worth, dignity, and rights of women, men, girls, and boys and the significant role each one plays in promoting sustainable transformational development. Gender equality and female empowerment are universally recognized as core development objectives, fundamental for the realization of human rights and key to effective development. Sustainable progress can only take place through transformation that increases opportunities, resources, and choices, so that females and males have equal power and resources to shape their own lives and contribute to their families and communities. It is impossible to achieve sustained well-being of children without addressing the foundational issues of gender equality.

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Lutheran World Relief led the effort to create the 2014 Storybook: INGO Experience with Gender Integration, by providing additional funds, staff time, and design. The stories were compiled by Cultural Practice, LLC using information gathered from strategies and policies, project documents, and websites for each organization.

This information was complemented by interviews with gender advisors from the following organizations, who also reviewed and provided feedback on each of the stories:

LUTHERAN WORLD RELIEF

Christie Getman, *Senior Director,
Program Quality and Technical Support*

ACDI/VOCA

Lindsey Jones, *Director of Gender
Mainstreaming and Women's Empowerment*

Ruth Campbell, *Senior Vice President
of Technical Learning and Application*

CATHOLIC RELIEF SERVICES

Valerie Rhoe, *Senior Technical Advisor,
Agriculture- Gender and Nutrition*

Trish Ahern, *Senior Technical Advisor, Gender and IHD*

MERCY CORPS

Sahar Alnouri, *Global Gender Advisor*

PROJECT CONCERN INTERNATIONAL

Kelly Fish, *Gender Technical Advisor*

WORLD VISION

Yeva Avakyan, *Senior Gender and Evaluation Advisor*

If your organization is interested in joining this publication, please contact Cultural Practice, LLC via email at culturalpractice@culturalpractice.com. In the subject line, include Attn: Gender Integration Storybook. Please contact Lutheran World Relief to be added to the collaborative document via email to Christie Getman at cgetman@lwr.org

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